DOCUMENT RESUME

ED 251 616 CE 040 086

TITLE	The Restaurant Manager/Headwaiter--A Professional Profile. Food and Beverage Service Level 2 Research Survey. A Report to the Curricula Advisory Committee
INSTITUTION	National Craft Curricula and Certification Board for the Hotel, Catering and Tourism Industry, Dublin (Ireland).
PUB DATE	84
NOTE	45p.; For a related document, see CE 040 087.
PUB TYPE	Reports - Research/Technical (143)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	*Administrator Education; *Curriculum Development; *Dining Facilities; Educational Planning; *Food Service; Foreign Countries; Hospitality Occupations; Hotels; *Job Skills; Job Training; Management Development; Postsecondary Education; Secondary Education; Tourism
IDENTIFIERS	Ireland; Restaurant Management; *Restaurant Managers; *Waiters Waitresses

ABSTRACT

This report profiles the activities and responsibilities of senior restaurant personnel (managers and headwaiters) in three industry sectors--hotels, upmarket restaurants, and popular/fast food outlets--in Ireland. It was commissioned by the National Craft Curricula and Certification Board in order to gather information that could be used for writing training curricula for these jobs. A sample of 25 senior-level restaurant employees was interviewed in 11 hotels, 11 restaurants, and 3 fast food establishments. Most of the persons interviewed were designated as managers. It was found that the activities and responsibilities related to supervisory, organizational, administrative, and communication skills were striking, as was their overall concern for hospitality. By contrast, traditional technical and operational skills were much more limited in their application. This information, in combination with the statistical and descriptive summaries that appear in the report, will be the working documents for the curricula working parties, who have the responsibility to prepare relevant and useful education and training materials in advanced dining room supervision and management. (KC)

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NATIONAL CRAFT CURRICULA AND CERTIFICATION BOARD

FOR THE

HOTEL, CATERING AND TOURISM INDUSTRY

THE RESTAURANT MANAGER/HEADWAITER

- A PROFESSIONAL PROFILE

FOOD AND BEVERAGE SERVICE LEVEL 2

RESEARCH SURVEY

1984

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A REPORT TO THE

CURRICULA ADVISORY COMMITTEE

1 Ailesbury Road,
Ballsbridge,
Dublin 4.

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TABLE OF CONTENTS

		PAGE NO.
1.	INTRODUCTION	1
1.1	Background to this Report	1
1.2	Structure of this Report	1
1.3	Acknowledgements	2
2.	RESEARCH METHODOLOGY	3
2.1	The Research Sample	3
2.2	The Interview Questionnaire	3
3.	THE PROFESSIONAL PROFILE	5
3.1	The Interviewers - Job Titles and Areas of Responsibility	5
3.2	Staff Structure	6
3.3	Perceptions of Responsibilities	7
3.4	Perceptions of Problems	9
3.5	Supervision of Staff: The Priority Function ...	10
3.6	The Administrative and Organisational Function	12
3.7	Serving the Product: The Technical and Operational Function	14
3.8	Sales and Marketing	16
3.9	New Technology	17
3.10	Perceptions of Training Needs	17
4.	CONCLUSION	19

APPENDICES - Appendix 1 : Food and Beverage Research Level 2 Questionnaire

1. INTRODUCTION

1.1 BACKGROUND TO THIS REPORT

The National Craft Curricula and Certification Board's Food and Beverage Service Course, Level I was implemented in four catering colleges in September 1983 and the first graduates of this course will receive their National Certificates in 1984. In reviewing the longer term career requirements of personnel in food and beverage service and also in taki..g careful note of the requirements of the hotel and catering industry, the Board was aware of the need for further education and training programmes in this area.

The Board, therefore, through its Curricula Advisory Committee, commissioned a research study to determine where the main emphasis should lie for further advanced education and training of waiters and waitresses. The main objective of the research was to prepare, on the basis of information collected, a detailed professional profile of people in industry holding the type of positions of responsibility to which ambitious, able and career minded waiters and waitresses could aspire. In other words, what do senior restaurant staff do? What are their responsibilities in relation to areas such as advanced technical performance, wines, supervision of staff, management, sales, marketing, communications and new technology? How do they perceive their role in the restaurant and what are the main problems that are encountered?

This report describes the main findings of the survey. It is intended that this detailed profile of sen.or restaurant staff, combined with complementary statistical appendices, will enable the Curricula Advisory Committee and its working parties, to prepare flexible and relevant educational and training programmes, which fully meet both the industry's requirements and the personal career needs of personnel.

1.2 STRUCTURE OF THIS REPORT

This report is, essentially, descriptive and aims to profile the professional duties, perceptions and problems of senior restaurant staff. It is not, therefore, intended to present the research data in a detached and summative manner.

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Rather, it is intended to be a formative, working document which will support the development of new curricula in this area. It is, therefore, primarily qualitative in emphasis and intended to pose relevant and searching questions about issues such as course content, structure and overall emphasis. Quantitative data, which constituted an important facet of the research investigation, will be used, where appropriate and will be available as appendices to the main report.

The report is, therefore, structured around the main activities, responsibilities, perceptions and problems of the sample of interviewees so as to prepare the overall working profile of the senior restaurant professional in the Irish hotel and catering industry.

1.3 ACKNOWLEDGEMENTS

The support and co-operation of industry personnel and management was a major feature of this research. Interviews were fairly time consuming but this did not affect the enthusiastic assistance received from both those being interviewed and their management. This assistance is gratefully acknowledged. Likewise, the support of the Curricula Advisory Committee and its specialist working party , was vital to the successful implementation of the project.

2. RESEARCH METHODOLOGY

2.1 THE RESEARCH SAMPLE

The objective of this study, to prepare a descriptive professional profile of senior restaurant staff, necessitated a selective sampling of establishments in industry so as to ensure that those involved would, in all probability, employ restaurant staff with advanced education and training. It would have been detrimental to the objective of the survey to have selected establishments on a random basis. This would certainly have enabled the preparation of a report on the responsibilities, nationally, of restaurant staff in all sectors of the industry and, this, would be appropriate for the development of an initial training programme. However, the profile achieved, through this approach, would not have contributed greatly to the development of a level II programme which, inevitably, will prepare staff for a range of responsibilities beyond those currently held by many industry personnel.

Therefore, the sample of establishments was selected so as to ensure that each would contribute, usefully, to meeting the research objectives. Three categories of establishment were selected - Grade A hotels, upmarket restaurants and popular, fast-food restaurants with a high volume business. These were selected, primarily, in three geographical locations - Dublin, Galway and Cork and a total of 25 establishments were visited during January 1984. These represented the three categories as follows:-

Grade A hotels	-	11
Upmarket restaurants	-	11
Popular/fast food operations	-	3

2.2 THE INTERVIEW QUESTIONNAIRE

The interview questionnaire was designed to collect as wide a range of structured and unstructured data as possible so as to enable respondents to enunciate freely on their role, responsibilities and problems. This approach was only feasible in view of the relatively manageable sample selected, because the nature of the responses mitigated against mechanised analysis of the data.

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The questionnaire, which constitutes an appendix to this report, was developed to reflect the range of information required in the preparation of a relevant professional profile. It was prepared in consultation with the Curricula Advisory Committee's expert working party and appropriate specialists within CERT and piloted in a number of establishments during December 1983. Subsequently, modifications were made prior to the implementation of the survey.

The questionnaire took approximately 1 to 1½ hours to administer and, therefore, the support of establishment management was essential to the success of the research. This was achieved through careful preparatory contact with establishments, prior to the interview.

3. THE PROFESSIONAL PROFILE

3.1 THE INTERVIEWEES - JOB TITLES AND AREAS OF RESPONSIBILITY

In undertaking the research, the objective was to interview the senior member of the establishment's staff, responsible for the day to day operation of the restaurant. The designation under which the sample of 25 interviewees operated showed some significant variation, both between sectors and also within the 11 hotels sampled. Restaurant Manager was the most common title used. All 11 restaurants visited employed a person of responsibility with this title; 6 of the 11 hotels did likewise and, within the popular/fast food sector, the titles of restaurant manager, general manager and owner/manager were used. The balance within the hotel sector constituted staff designated as head waiters or department supervisors. As will become evident within this profile, restaurant managers tend to have rather wider and more extensive supervisory and managerial responsibilities than their colleagues who operate the more traditional headwaiter function.

Indeed, this distinction is immediately evident in considering the areas within establishments for which interviewees were responsible. Restaurant managers appear to include a wider range of departments within their ambit of responsibility than do head waiters, notably functions, bars and self-service outlets. In considering the complete sample, Table 1 summarises the areas for which interviewees are responsible and the total number of staff working in these sections.

Responsibility, therefore, is primarily concerned with the restaurant/fast food operation area within establishments but a significant proportion of interviewees were responsible for other areas. Within popular/fast food operations responsibility is, inevitably, more restricted in terms of areas with the actual restaurant, the self-service area, bars and wash-up areas constituting the main departments which fall within the restaurant manager's province of concern.

The differing functions of head waiters and restaurant managers within hotels is also worthy of note. Whereas, the responsibility of the head waiters interviewed is confined to seven of the specified areas (and three of these in only one case), restaurant managers in hotels have responsibility for all the specified areas. It may well be the case that the latter group are gradually superseding

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the traditional head waiter in the hotel sector of the industry, as they already have done in restaurants; the implications for this in training at both initial and advanced level would be significant, particularly in relation to service in areas such as fast food outlets, discos and self-service outlets.

AREA OF RESPONSIBILITY	NUMBER OF SAMPLE RESPONSIBLE FOR (N = 25)	TOTAL NUMBER OF STAFF
Restaurant	22	143
Grillroom	3	14
Room Service	6	12
Fast Food Operation	4	32
Self Service	4	37
Bar	10	42
Functions	8	15
Coffee Lounge	1	2
Disco Food	3	9
Still Room	12	12
Silver Cleaning	13	18
Wash Up	12	12

TABLE 1. Areas of Responsibility

Note: The sample breakdown by sector should be borne in mind when reading all tables.

3.2 STAFF STRUCTURE

It is also interesting to note that, parallel to the growth of broader areas of responsibility for senior restaurant staff, traditional staffing designations appear to be decreasing in use. Table 2 shows the total number of staff employed within the food service area of the 25 establishments by their designation. The dominant category is waiter/ess who seems to be involved in most areas of service. It should be noted that, in a number of establishments, more than one person of responsibility is employed, accounting for the number of restaurant managers and head waiter(ess)s indicated.

TITLE	TOTAL NUMBER EMPLOYED IN SAMPLE ESTABLISHMENTS
Restaurant Manager	25
Head Waiter(ess)	6
Assistant Head Waiter(ess)	2
Station Waiter(ess)	24
Waiter(ess)	112
Commis Waiter(ess)	15
Wine Waiter(ess)	0
Others	3

TABLE 2. Staff employed

A further point of significance is that station and commis waiters are almost only employed within the hotel sector, although the use of the term "station waiter" may be misleading as it is frequently synonymous with "waiter".

3.3 PERCEPTIONS OF RESPONSIBILITIES

The priority which senior restaurant staff give to their various activities is of cardinal significance. It is these priorities which, to a degree, will influence the way in which the various areas are organised and has implications for the structure and content of additional training that is appropriate for positions of responsibility in restaurants.

Interviewees were asked about their main functional responsibilities under seven broad headings - staff, customers, hospitality, service (supervisory), work hygiene/safety, in-house selling and the employer. These categories are, by no means, mutually exclusive, but Table 3, indicates the perceived order of priority for senior restaurant staff in terms of the number of tasks of responsibility which were identified under each category.

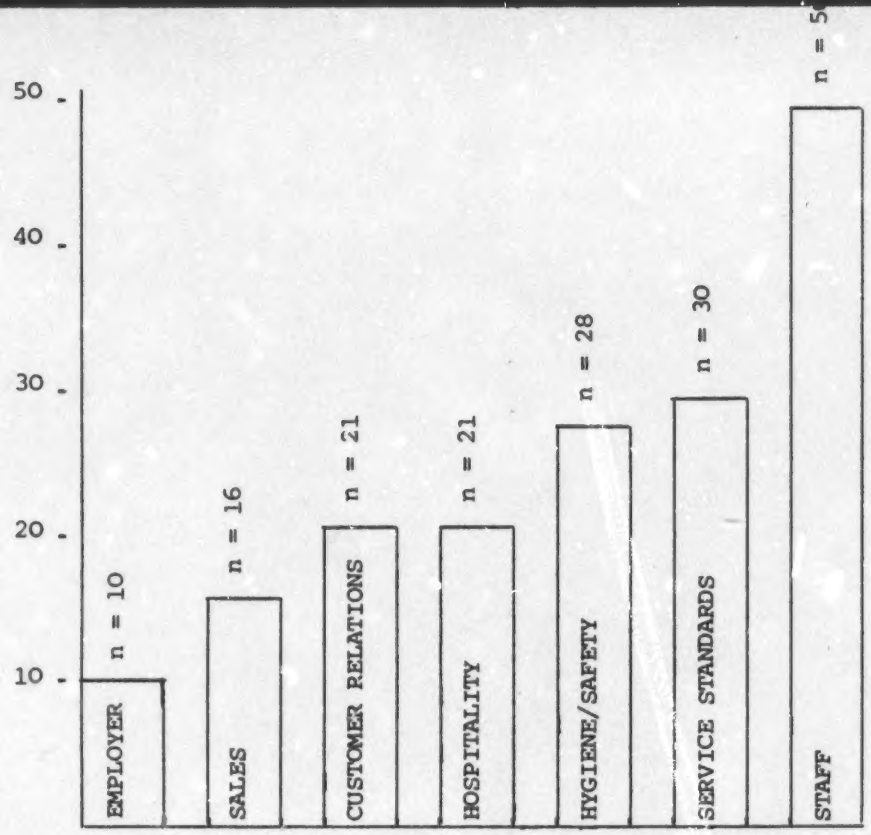

TABLE 3. Perceived areas of responsibility n = number of identified tasks

Because of the womewhat open-ended nature of the interviewing questionnaire, Table 3 must be treated with some caution. No attempt has been made to weigh the tasks in terms of their importance or significance nor to locate duplicated tasks under one category only. However, the emphasis on staff is interesting as is the rather less significant position in the list afforded to customers and hospitality, areas which do, in fact, overlap considerably. It would seem that senior restaurant personnel see their overall commitment and responsibility to the customer, in terms of service and hospitality, as most effectively implemented through careful supervision of all operational staff. This emphasis, perhpas a move away from the traditional operational hospitality role adopted by head waiters, recognises the importance of all staff in ensuring customer comfort and service, but may also reflect the need to concentrate much time on staffing issues such as industrial relations and changing rosters.

3.4 PERCEPTIONS OF PROBLEMS

It is interesting, in view of the above, that the area of the perceived greatest responsibility should also be the one where most general problems are seen to occur. Interviewees were asked whether they regularly faced problems with respect to certain areas and Table 4 indicates the frequency to which positive responses were given. Examples of problems were also sought.

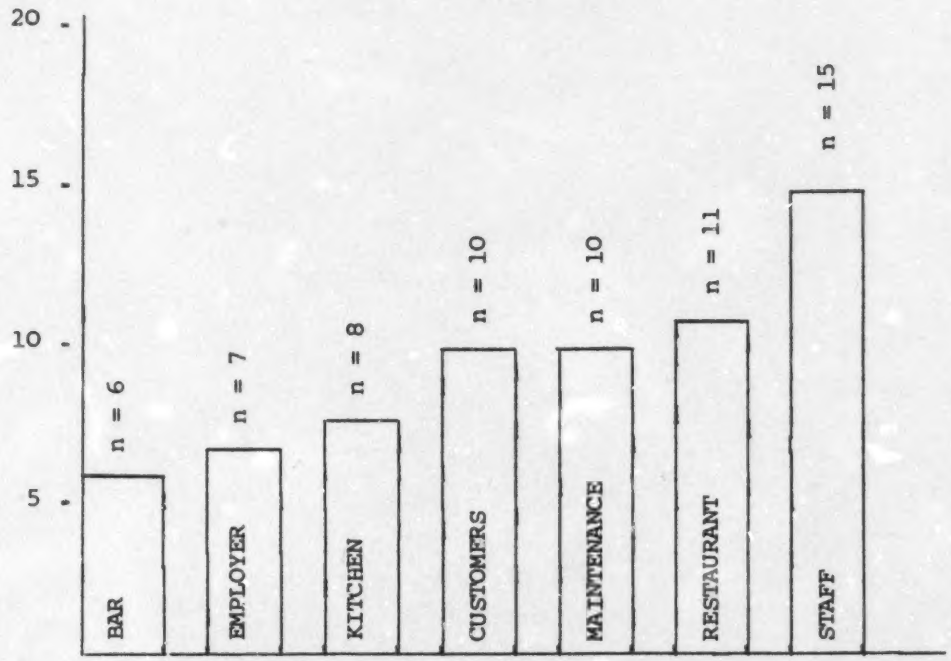

TABLE 4. Perceived Problems n = number indicating problems in this area

3.5 SUPERVISION OF STAFF : THE PRIORITY FUNCTION

It is already evident that senior restaurant personnel perceive their priority function to be in the area of staff organisation, motivation and standards; a significant proportion also perceive problems in relation to this area. However, the extent to which responsibility for staff is exercised by supervisors is limited in many establishments.

Restaurant managers and head waiters, to a similar extent, are responsible for determining the appropriate operational staffing level within their restaurant and ensuring that this level is met, frequently through the employment of casual staff. In doing this, however, they are required to operate within broader policy guidelines on types of service and diningroom organisation and number of covers per waiter(ess) with their implications for levels of staffing, which are frequently decided by management or through union requirements. While labour costs are decided for each service area in the majority of establishments, the interviewees have very little involvement in this exercise.

Confirmation of this involvement with staffing levels and related matters is indicated by the response of interviewees as to their involvement in decision-making in relation to certain staffing issues. Table 5 shows the extent of this involvement in relation to specific functions.

DECISION MAKING AREA	NUMBER OF SAMPLE INVOLVED			
	(a) A LOT	(b) AVERAGE	(c) VERY LITTLE	(d) NONE
Recruitment	23	3	0	2
Selection	21	1	1	2
Promotion	18	3	0	4
Staff levels	20	1	1	3
Dismissals	17	1	4	3
Trade Union Negotiations	8	1	0	16
General Industrial Relations	9	3	2	11
Redundancies	3	0	1	20

TABLE 5. Staffing Responsibilities

Once staff are employed, the responsibility of the sample respondents is considerable. Induction training is carried out by 19 of the 25 interviewees and further training by 17. Rosters are also the responsibility of a significant majority, 19. However, the extent to which detailed analysis of the work-loads of individual waiting staff is carried out is limited to 10 of the sample and this is almost exclusively undertaken through observation. Detailed cash and sales analyses were not mentioned to any significant extent.

It is also interesting to note the extent to which diningroom staff, responsible to the interviewees, work in other areas within operations. Table 6 indicates the number of establishments where cross-departmental work occurs and the breakdown of each by sector.

AREA	NUMBER OF ESTABLISHMENTS	S[illegible]
Functions	12	9 hotels; 3 restaurants
Wash Up	8	2 hotels; 5 restaurants; 1 fast food
Bar	7	3 hotels; 3 restaurants; 1 fast food
Kitchen	6	5 restaurants; 1 fast food
Porterage	2	1 hotel; 1 restaurant
Housekeeping	1	hotel
Others	3	2 hotels (1 reception; 1 restaurant (cashier)

TABLE 6. Multi/dual purpose functions of restaurant staff

Respondents were also asked to indicate what they saw as the skills most essential for efficient and effective staff supervision. It is interesting to note that, in a number of cases, this open-ended question presented difficulties to respondents who were unable to pinpoint the salient factors. However, three main categories did emerge in relation to this area - experience; ability to communicate; and ability to delegate.

It is interesting to note that the maintenance of standards or knowledge of standards was not mentioned as priority areas or skill and yet, in a sense, this could be seen as the overall prime function of supervisory staff. Where information was sought on this issue directly, only two areas were noted and

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and then with limited frequency - hygiene by 7 of the sample and standard of services by 10. Involvement in both respects is through casual checking on a daily basis and there was no planned systematic approach to the determining and monitoring of standards. This would appear to be a major deficiency in the training and education of senior restaurant staff, particularly in the hotel sector, where involvement and perceptions of responsibility were least frequently noted.

It is evident from the survey, therefore, that while staffing and staff supervision is seen as the priority concern and the cause of most annoyance for senior restaurant staff, the extent to which, and the systems with which this function is carried out are, in some cases, somewhat limited. This area, certainly suggests important indicators for further education and training.

3.6 THE ADMINISTRATIVE AND ORGANISATIONAL FUNCTION

In addition to staffing, the head waiters and restaurant managers interviewed carry out a range of other administrative and organisational tasks to a greater or lesser extent. For example, decisions relating to type of service and the number of covers are mainly taken by management; of the sample interviewed, only 3 restaurant managers and 2 head waiters claimed responsibility for this decision. However, extensive consultation appears to take place prior to decision-making.

Purchasing and control in specific areas is, by contrast, an important function for the interviewees. This is most significant in relation to wines where restaurant managers and head waiters have extensive responsibility for purchasing, checking in-coming goods, the wine cellar, the wine stock in the restaurant and requisitioning from the cellar, thus carrying out some of the traditional functions of the almost defunct wine waiter(ess) position. Wine lists are determined in conjunction with management as are selling prices. However, wine costing methods are a perceived area of knowledge/skills deficiency.

In relation to other areas of purchasing, 9 of the total sample have a direct input into the preparation of purchasing budgets for their department and 14 are involved in deciding purchasing specifications. In relation to both of these functions, involvement in the hotel sector is lowest, with staff designated as head waiters having no input in either area.

Table 7 indicates the involvement of respondents in the selection and purchasing of a number of specified item categories, all of which pertain directly to their own areas of responsibility.

ITEM(S)	INVOLVEMENT IN SELECTION/ PURCHASE	
	YES	NO
Large equipment	18	7
Small restaurant equipment	22	3
Computer systems	4	21
Furnishings	19	6
Uniforms	21	5
Food and wines	20	5
Cigars	17	8
Other items	2	23

TABLE 7. Selection and Purchasing of restaurant items

Some independent discretion is allowed with respect to purchasing without consulting management. In terms of value, 4 of the sample are able to purchase items costing up to £25; a further 4 items costing up to £100 and 3 over £100. Examples of such special items include decorations, stationary and serviettes.

Other administrative functions undertaken by the sample respondents include the administration of wages by 15 and also the preparation of work procedures by 15, which is linked to the setting of standards but not fully perceived as such, by a similar number.

It is very interesting to note the administrative responsibilities of those working in the popular/fast food sector. While the technical and operational demands of their job is somewhat limited in terms of service skills, for example, they exercise a much broader supervisory and management function, with greater autonomy and discretion for action. They are actively involved in all personnel matters, budgets, sales, marketing and operational planning in a way that is rarely found in restaurants or hotels. The training required for work in this sector while, in some respects, more limited is in others far more demanding and broad.

3.7 SERVING THE PRODUCT : THE TECHNICAL AND OPERATIONAL FUNCTION

Both the perceptions of the interviewees and an analysis of their duties clearly indicates relatively limited involvement in operational duties and in the implementation of traditional diningroom skills. None of the sample restaurant managers and only one of the five head waiters interviewed operate a full station in the diningroom. One of the main determinents in this situation, which seems to reflect a growing trend, is the nature of diningroom service, its tendence towards an emphasis on lower labour intensity and deskilling and the consequent change in the functions of senior restaurant staff. Table 8 indicates the type of service used in the sample establishments.

TYPE OF SERVICE	NUMBER OF ESTABLISHMENTS
Plate	9
Plate and Silver	14
Full Silver	8
Gueridon	6
Function	12
Bar Food	8
Self	4
Vending	0

TABLE 8. Types of Service

In terms of volume of daily business, plate service; plate and silver service; and self service are, undoubtedly, the most significant. In terms of sector, hotels are the most likely to operate full silver service.

Table 9 lists the most common menu types for which service is required; there is evidence from this survey and elsewhere that the elaborateness and length of a la carte menus has been reduced in recent years so that organisational skills in terms of service variety has certainly decreased.

TYPE OF MENU	NUMBER OF ESTABLISHMENTS
	n = 25
Short Table d'Hote (2 - 4 choices)	12
Long Table d'Hote (5 - 8 choices)	13
A la Carte	21
Wedding Menus	9
Dinner Dance Menus	9
Buffets	8
"Pub Grub" Bar Food	7
Self Service	4

TABLE 9. Types of Menus

Hospitality concerns are a major operational function for both categories, head waiters and restaurant managers. This area is the main point of direct customer contact through activities such as greeting and seating the customer (21 of the sample undertake this "a lot" of the time; presenting menus (18 of the sample); taking food orders (12 of the sample; taking wine orders (15 of the sample); and serving wines (11 of the sample). However, actual service of food is undertaken, on a regular basis, by only 7 of the sample. At the end of the meal, checking with customers is seen as a major function for all those interviewed.

However, by contrast to the extensive hospitality function of senior restaurant personnel, Table 10 indicates the limited extent to which traditional technical skills are used in restaurants.

With the notable exception of Irish Coffee making, the traditional restaurant skills are now little used and, where they are to be found, it is primarily within the hotel sector. The implications of these findings for advanced education and training cannot be overlooked because they could be seen, by some, as the core element of programmes in this area and, yet, their relevance is very limited.

TASK	CARRIED OUT			
	"A LOT"	"AVERAGE"	"VERY LITTLE"	"NEVER"
Flambeeing in the room	2	1	2	20
Carving meat and poultry	3	2	3	17
Filleting of fish	3	2	3	17
Assembling dishes	2	2	0	21
Making Irish Coffee	11	4	5	5

TABLE 10. Frequency of technical tasks

3.8 SALES AND MARKETING

Sales and marketing could be seen as an important function of the senior restaurant person, both in terms of day-to-day operational selling in the restaurant and in relation to broader company promotion. In terms of overall sales budgets and marketing policy, some two thirds of the sample of respondents are actively involved in these areas, primarily from the non-hotel sector. The majority, also, have a clearly defined perception of the market segment which their establishment is primarily aimed at, and of the image which their organisation has, in the view of the public - 7 mentioned "fast and efficient"; 8 mentioned "cosy and comfortable"; 3 "value for money" and 7 "quality food and service".

However, this awareness of company selling and marketing potential and some involvement at the organisational level is not fully supported by information on actual selling obtained. Sales policies, for example, are defined and implemented by 14 of the sample in relation to food (through "specials" etc); by 9 in relation to wines (through advice and pricing) and by 6 in relation to alcoholic beverages. Likewise, staff incentives to increase sales are limited. Under one quarter of the sample employ incentives and techniques such as service charge distribution, daily meetings or promotion of special dishes to encourage staff to increase sales. This somewhat limited sales profile is confirmed by the respondent's own perceptions of their sales role - 7 see this as the "personal touch"; 4 in terms of staff training; 3 in relation to operating efficiency and 2 through maintenance of "soft" sell approaches. It is clear that the perceptions held of sales at all levels is relatively limited and that the potential for development in this

area is significant. However, reduced staffing levels and other senior management decisions may also be a factor in limiting sales because staff, as a consequence, do not have time to undertake extensive sales activity.

3.9 NEW TECHNOLOGY

It is evident, from the survey, that the full impact of new technology, particularly computers, has not reached the diningroom area of the hotel and catering industry. Two respondents do use computers at the moment. Other technological developments mentioned include vending machines in two establishments and various new kitchen items, for example microwave ovens and blenders. The continued use of traditional equipment is reinforced by information on billing and ordering practices which are primarily, carried out with duplicate pocket books and cash registers.

Interestingly, respondents do not perceive major affects of new technology on customers, staff, or indeed, the overall operation. This may, in part, be due to a lack of full understanding but also to uncertainty and fear in this area, particularly in relation to computers. Training and development in all facets of new technology will clearly become a major requirement of staff in restaurants. Current training practices rely, to a large extent, on suppliers and "sitting next to Nelly". It is doubtful whether this is adequate in view of the sensitivity of this whole area.

3.10 PERCEPTIONS OF TRAINING NEEDS

New technology is clearly an area where respondents identify the need for additional training and this was specifically mentioned by 8 of the sample. Table 11 indicates the frequency with which key areas were mentioned in relation to additional training.

It is very interesting that these identified training needs nearly all reflect, in whole or part, issues and problems which this survey has already touched on, and could form a useful starting point for the preparation of advanced education and training.

TRAINING REQUIRED IN	NUMBER OF SAMPLE
Management skills	9
Computers	8
Kitchen knowledge	8
Communications, oral and written	5
Continental language	5
Marketing	3

TABLE 11. Training Needs

4. CONCLUSION

This report profiles the activities and responsibilities of senior restaurant personnel in three industry sectors, hotels, upmarket restaurants and popular/ fast food outlets. The breadth of these activities and responsibilities, particularly in relation to supervisory, organisational, administrative and communication skills, isparticularly striking as is the overall involvement and concern for hospitality. By contrast, traditional technical and operational skills are much more limited in their application.

This information, in combination with the statistical and descriptive summaries which appendice the report, will constitute the working documents for the appropriate curricula working parties, charged with the responsibility to prepare a relevant and useful education and training in advanced diningroom supervision and management.

APPENDIX 1

FOOD AND BEVERAGE RESEARCH

LEVEL II

DECEMBER 1983

01. WHAT IS YOUR JOB TITLE?

02. WHAT IS THE STAFFING LEVEL IN THE RESTAURANT AND WHO DECIDES IT?

		NUMBERS	WHO
A.	Restaurant Manager	(1) ☐	(2) ☐
B.	Head Waiter	(1) ☐	(2) ☐
C.	Assistant Head Waiter	(1) ☐	(2) ☐
D.	Station Waiter	(1) ☐	
E.	Waiter	(1) ☐	
F.	Commis	(1) ☐	
G.	Wine Waiter	(1) ☐	
H.	Other, please specify	(1) ☐	(2) ☐

_____

_____

03. WHAT AREAS ARE YOU RESPONSIBLE FOR AND STATE THE NUMBER OF STAFF YOU ARE RESPONSIBLE FOR IN EACH.

		AREAS	NUMBERS
A.	Restaurant	(1) ☐	(2) ☐
B.	Grillroom	(1) ☐	(2) ☐
C.	Room Service	(1) ☐	(2) ☐
D.	Fast Food Outlet	(1) ☐	(2) ☐
E.	Self Service	(1) ☐	(2) ☐
F.	Bar	(1) ☐	(2) ☐
G.	Functions	(1) ☐	(2) ☐
H.	Coffee Lounge	(1) ☐	(2) ☐
I.	Disco Food	(1) ☐	(2) ☐
J.	Still Room	(1) ☐	(2) ☐

03. cont/d .... AREAS NUMBERS

K. Silver Cleaning (1) ☐ (2) ☐

L. Wash-up (1) ☐ (2) ☐

04. WHAT ARE YOUR MAIN RESPONSIBILITIES IN THE RESTAURANT IN RELATION TO:

A. Staff

B. Customers

C. Hospitality

D. Service (Supervisory)

04. cont/d ....

E. Work Hygiene/Safety

F. In-House Selling

G. Employer

05. HOW DO YOU COMMUNICATE WITH:

	VERBALLY (one to one basis)	MEMOS	MEETINGS	DON'T
A. Staff	(1) ☐	(2) ☐	(3) ☐	(4) ☐
B. Management	(1) ☐	(2) ☐	(3) ☐	(4) ☐

06. DO YOU HAVE PROBLEMS WITH:

	YES	NO
*A. Restaurant	☐	☐
*B. Kitchen	☐	☐
*C. Bar	☐	☐
*D. Management	☐	☐
*E. Customers	☐	☐
*F. Staff	☐	☐

06. cont/d ....

	YES	NO
G. Other (please specify)	☐	☐

_____

_____

_____

* if so, what?

07. WHAT SKILLS DO YOU THINK ARE NEEDED TO SUPERVISE STAFF EFFICIENTLY AND EFFECTIVELY?

_____

_____

_____

08. DO YOU CARRY OUT:

	YES	NO
A. Induction	☐	☐
B. Training	☐	☐

If so, state methods:

_____

_____

_____

_____

09. WHAT ARE THE NORMAL SHIFTS WORKED BY: (write sample of each)

A. Staff (quite hours)

_____

_____

B. Headwaiter (person in charge)

_____

_____

10. DO YOU DRAW UP STAFF ROSTERS?

YES	NO
☐	☐

11. IF RESTAURANT STAFF WORK IN OTHER DEPARTMENTS, STATE WHERE

A. Bar ☐
B. Housekeeping ☐
C. Porter ☐
D. Kitchen ☐
E. Wash-up ☐
F. Functions ☐
G. Other, please specify ☐

_____

_____

12. WHICH OF THE FOLLOWING OPERATE A STATION - STATE HOW MANY COVERS IN EACH

	YES	NUMBER OF COVERS
A. Headwaiter	(1) ☐	(2) ☐
B. Waiter/Waitress	(1) ☐	(2) ☐
C. Commis	(1) ☐	(2) ☐

13. WHAT TYPES OF SERVICE OPERATE - STATE HOW MANY COVERS PER WAITER/WAITRESS FOR EACH TYPE

		NUMBER OF COVERS
A. Plate Service	(1) ☐	(2) ☐
B. Plate and Silver Service	(1) ☐	(2) ☐
C. Full Silver Service	(1) ☐	(2) ☐
D. Gueridon Service	(1) ☐	(2) ☐
E. Function Service	(1) ☐	(2) ☐

13. cont/d ....

		NUMBER OF COVERS
F. Bar-food Service	(1) ☐	(2) ☐
G. Self-Service	(1) ☐	(2) ☐
H. Vending	(1) ☐	(2) ☐

14. WHO DECIDES ON THE TYPE OF SERVICE AND NUMBER OF COVERS PER PERSON

	TYPE OF SERVICE	NUMBER OF COVERS
A. Manager	(1) ☐	(2) ☐
B. Restaurant Manager	(1) ☐	(2) ☐
C. Headwaiter	(1) ☐	(2) ☐
D. Other (please specify)	(1) ☐	(2) ☐

_____

_____

15. ARE LABOUR COSTS DECIDED FOR EACH FOOD SERVICE AREA?

YES	NO
☐	☐

If so, state the labour percentages for each:

_____

_____

16. IS THERE AN ANALYSIS CARRIED OUT ON THE WORK OF INDIVIDUAL WAITING STAFF BY YOU

YES	NO
☐	☐

16. cont/d ....

If so, explain how:

_____

_____

_____

_____

17. WHAT TYPES OF MENU DO YOU OPERATE?

A. Short Table d'Hote (2 - 4 choices) ☐

B. Large Table d'Hote (5 - 8 choices) ☐

C. A la Carte ☐

D. Wedding Menus ☐

E. Dinnerdance Menus ☐

F. Buffets ☐

G. 'Pub-grub' ☐

H. Self Service ☐

18. DO YOU PERFORM ANY OF THE FOLLOWING TASKS IN THE RESTAURANT, IF SO LIST DISHES:

	YES	NO	
A. Flambe - main courses	☐	☐	_____
			_____
			_____
			_____
B. Flambe - sweets	☐	☐	_____
			_____
			_____
			_____

18. cont/d ....

	YES	NO	
C. Carve Meat	☐	☐	
D. Carve Poultry	☐	☐	
E. Fillet Fish	☐	☐	
F. Assemble dishes e.g. steak tartare, compound salads	☐	☐	
G. Make Irish Coffees	☐	☐	

19. DO YOU OPERATE A:

	YES	NO	SAMPLE MENUS
A. Hors d'oeuvres trolley	☐	☐	_____
B. Sweet trolley	☐	☐	_____
C. Liqueur trolley	☐	☐	_____
D. Carving trolley	☐	☐	_____
E. Cheese trolley	☐	☐	_____

NOTE TO INTERVIEWER:

Please ask for sample menus.

20. IS A WINE WAITER EMPLOYED?

YES	NO
☐	☐

21. ARE YOU RESPONSIBLE FOR:

	YES	NO
A. Purchasing the wine	☐	☐
B. Checking-in the wine	☐	☐
C. The Cellar	☐	☐
D. Wine stock in the restaurant	☐	☐
E. Requisitioning from cellar	☐	☐

22. DO YOU DECANT WINE OR PORT?

YES	NO
☐	☐

23. WHO DECIDES THE CONTENTS AND PRICING OF THE WINE LIST?

	CONTENTS	PRICING
A. Manager	(1) ☐	(2) ☐
B. Restaurant Manager	(1) ☐	(2) ☐
C. Headwaiter	(1) ☐	(2) ☐
D. Other (please specify)	(1) ☐	(2) ☐

24. DO YOU HAVE A DEFINED SALES POLICY FOR:

	YES	NO
A. Food Sales	☐	☐
B. Wine Sales	☐	☐
C. Alcoholic beverage Sales	☐	☐

If so, state policy:

_____

_____

_____

_____

_____

25. HOW ARE STAFF ENCOURAGED TO INCREASE SALES?

1. _____
2. _____
3. _____
4. _____

26. WHAT IS YOUR ROLE AS A SALES PERSON?

27. WHAT KNOWLEDGE OF WINES AND ALCOHOLIC BEVERAGES DO YOU FEEL A HEAD WAITER REQUIRES?

28. ARE YOU INVOLVED IN THE FOLLOWING:

	YES	NO
A. Drawing up budgets for purchasing	☐	☐
B. Drawing up purchasing specifications	☐	☐

29. ARE YOU INVOLVED IN, OR, CONSULTED ON THE SELECTION/PURCHASE OF:

	YES	NO
A. Large equipment	☐	☐
B. Small restaurant equipment	☐	☐
C. Computer systems	☐	☐
D. Furnishings	☐	☐
E. Uniforms	☐	☐
F. Food and Wines	☐	☐
G. Cigars	☐	☐
H. Other (please specify)	☐	☐

_____

_____

_____

30. TO WHAT EXTENT ARE YOU AUTHORISED TO PURCHASE WITHOUT CONSULTING MANAGEMENT?

A. up to £25 ☐

B. £25 - £50 ☐

C. £50 - £100 ☐

D. over £100 ☐

E. Other (specify amount) ☐

31. STATE ANY OTHER INVOLVEMENT YOU HAVE WITH PURCHASING.

_____

_____

_____

_____

32. ARE YOU INVOLVED IN THE:

	YES	NO
A. Administration of wages	☐	☐

If so, explain your involvement:

_____

_____

_____

_____

B. Drawing up of work procedures ☐ ☐

If so, list any work procedures drawn up by you:

_____

_____

_____

_____

33. LIST THE AREAS AND GIVE EXAMPLES WHERE STANDARDS HAVE BEEN SET FOR YOUR ESTABLISHMENT - STATE YOUR INVOLVEMENT IN EACH.

AREA	EXAMPLE OF STANDARDS	YOUR INVOLVEMENT

34. DO YOU USE:

	YES	NO
A. Computers	☐	☐

If so, state to what extent:

_____

_____

_____

_____

B. Vending Machines	☐	☐

If so, state where:

_____

_____

C. Other new technology	☐	☐

If so, please specify:

_____

_____

_____

_____

35. HOW IS STOCK CONTROLLED IN THE RESTAURANT?

_____

_____

_____

36. WHAT TYPES OF BILLING AND ORDERING MACHINES DO YOU USE?

_____

_____

_____

37. WHO TRAINED STAFF IN THE USE AND APPLICATION OF MODERN EQUIPMENT/ NEW TECHNOLOGY?

A. CERT ☐

B. Supplier ☐

C. 'Sitting-next-to Nelly' ☐

D. No training given ☐

E. Other (please specify) ☐

38. HAS NEW TECHNOLOGY AFFECTED YOUR:

If so, please specify in what way?

	YES	NO
A. Staff	☐	☐
B. Customers	☐	☐
C. Overall operation	☐	☐

39. WHAT MARKET SEGMENT/S DO YOU CATER FOR?

1. _____

2. _____

3. _____

4. _____

40. WHAT METHODS ARE USED TO MARKET YOUR ESTABLISHMENT - STATE WHICH ONES YOU ARE INVOLVED IN:

	YES	NO
A.	☐	☐
B.	☐	☐
C.	☐	☐
D.	☐	☐

41. WHAT IMAGE WOULD YOU LIKE THE PUBLIC TO HAVE OF YOUR ESTABLISHMENT:

_____

_____

_____

_____

_____

_____

42. TYPICAL DAY

What do you spend most of your time doing?

	A LOT	AVERAGE	VERY LITTLE	NONE
A. Greeting and seating	☐	☐	☐	☐
B. Presenting Menus	☐	☐	☐	☐
C. Taking orders in bar	☐	☐	☐	☐
D. Taking orders in restaurant	☐	☐	☐	☐
E. Presenting wine list	☐	☐	☐	☐
F. Taking wine order	☐	☐	☐	☐
G. Taking drink order	☐	☐	☐	☐
H. Ordering food in kitchen	☐	☐	☐	☐
I. Ordering drink in bar	☐	☐	☐	☐
J. Serving wine	☐	☐	☐	☐
K. Serving drink	☐	☐	☐	☐
L. Serving food	☐	☐	☐	☐
M. Flambeeing in the room	☐	☐	☐	☐
N. Carving meat and poultry	☐	☐	☐	☐
O. Filleting of fish	☐	☐	☐	☐
P. Assembling dishes	☐	☐	☐	☐
Q. Making Irish Coffees	☐	☐	☐	☐
R. Making out bill	☐	☐	☐	☐
S. Presenting bill and taking cash	☐	☐	☐	☐
T. Checking with customers	☐	☐	☐	☐
U. Arranging functions with customers	☐	☐	☐	☐
V. Arranging layout, private bar, buffet for functions	☐	☐	☐	☐
W. Taking reservations	☐	☐	☐	☐
X. Setting tables in restaurant	☐	☐	☐	☐
Y. Cleaning restaurant	☐	☐	☐	☐
Z. Attending meetings	☐	☐	☐	☐
What other tasks do you perform:				
_____	☐	☐	☐	☐
_____	☐	☐	☐	☐

44. TO WHAT EXTENT ARE YOU INVOLVED/CONSULTED IN THE DECISION MAKING PROCESS REGARDING:

	A LOT	AVERAGE	VERY LITTLE	NONE
A. Recruitment	☐	☐	☐	☐
B. Selection	☐	☐	☐	☐
C. Promotion	☐	☐	☐	☐
D. Staff Levels	☐	☐	☐	☐
E. Dismissals	☐	☐	☐	☐
F. Trade Union Negotiating	☐	☐	☐	☐
G. General Industrial Relations	☐	☐	☐	☐
H. Redundancies	☐	☐	☐	☐
I. Labour Budgets	☐	☐	☐	☐
J. Overhead Budgets	☐	☐	☐	☐
K. Sales Budgets	☐	☐	☐	☐
L. Marketing Policy	☐	☐	☐	☐
M. Expansion plans	☐	☐	☐	☐
N. Operational problems of other departments	☐	☐	☐	☐
O. Problems caused by recession	☐	☐	☐	☐

45. WHAT PARTS OF YOUR JOB:

(a) annoy you most and cause most stress?

(b) give you most satisfaction?

46. WHAT TRAINING DO YOU THINK A HEADWAITER SHOULD RECEIVE OVER AND ABOVE THE TRAINING WAITERS RECEIVE?

47. WHAT TRAINING WOULD YOU LIKE TO RECEIVE AT THIS STAGE OF YOUR CAREER?